State of Texas

Department of Information Resources

Exhibit 3.4

Version 1.3

Performance Analytics

Multi-Sourcing Services Integrator

DIR-ESS-MSI-407

1 KEY PERFORMANCE INDICATORS

DIR requires Key Performance Indicators (KPIs) calculated on a dynamic, near real-time basis, utilizing the most current data. There will also be a need to report the KPIs on a monthly basis for governance purposes; however, the intent is to provide DIR with continuous updates throughout the month to facilitate strategy around future business direction. Weightings for the Operating Measurements (OM) will be maintained in the SMM.

This Section sets forth qualitative descriptions of the KPIs. The strategic objectives and commencement of obligations associated with such Key Performance Indicators are set forth in **Exhibit 3.1 Service Level Matrix**. KPIs are not Service Levels and are not subject to Service Level Credits.

DIR's use of KPI's is for the sole purpose of accurately measuring the health of the Shared Services Program and while DIR retains the right to adjust numeric ratings at its sole discretion, DIR will collaborate with the Successful Respondent and SCPs to identify appropriate numeric ratings for the KPIs.

1.1   Shared Services Growth

Table 1: Shared Service Growth KPI

Key Performance Indicator Name	
Shared Services Growth	
KPI DESCRIPTION and PURPOSE	The KPI "Shared Services Growth" provides a metric against overall growth in DIR's Shared Services. The measurement is based on a composite of growth in number of customers, growth in Shared Services volume, and growth in number of discrete Services offered, growth in shared services spend per customer, and growth in shared service spend outside state agencies.
ALGORITHM	The calculation for "Shared Services Growth" includes five (5) different calculations, one (1) for each of its respective Operating Measures (OM), each producing a 1-5 numeric rating. These five (5) numeric ratings will then be weighted and averaged together per the weight for each OM: **2.9**: Growth in number of Customers**:** $< 0\% = 1$ $\geq 0 - < 5\% = 2$ $\geq 5 - < 10\% = 3$ $\geq 10 - < 15\% = 4$ $\geq 15\% = 5$ **2.10:** Growth in Shared Services Volume: $< 0\% = 1$ $\geq 0 - < 5\% = 2$ $\geq 5 - < 10\% = 3$ $\geq 10 - < 15\% = 4$ $\geq 15\% = 5$ **2.11:** Growth in number of Services offered: $\leq 0 = 1$ $1 = 2$ $2 = 3$

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Key Performance Indicator Name	

	3 = 4
	 $\geq 4 = 5$
	
	 2.12: Growth in Shared Services spend per customer
	      $< 0\% = 1$
	      $\geq 0 - < 5\% = 2$
	      $\geq 5 - < 10\% = 3$
	      $\geq 10 - < 15\% = 4$
	      $\geq 15\% = 5$
	
	 2.13: Growth in Shared Services spend by customers other than State Agencies:
	      $< 0\% = 1$
	      $\geq 0 - < 5\% = 2$
	      $\geq 5 - < 10\% = 3$
	      $\geq 10 - < 15\% = 4$
	      $\geq 15\% = 5$

DATA SOURCES AND COLLECTION PROCESS	Number of Customers, Resource Units, and consumption (spend) data will be sourced from the Digital MSI IT Financial Management system. Service Offerings will be sourced from the MSI Service Management system. Data will be loaded to the Digital MSI Analytics platform a regular basis. Month over month change in each of the Operating Measure components will be calculated as defined in the Operating Measurements and rated against the respective component targets. The individual component ratings will be aggregated into a single, overall result based on pre-defined weightings.
REPORTING TOOLS	Digital MSI Analytics platform Digital MSI IT Financial Management system Digital MSI Service Management system
RAW DATA STORAGE (ARCHIVES)	Data will be available on line, and archived, per agreed data retention policies.
KPI REPORTING	☐ Daily ☒ Monthly ☐ Quarterly ☐ Semi Annual

1.2 Customer Satisfaction

Table 2: Customer Satisfaction KPI

Key Performance Indicator Name	
Customer Satisfaction	
KPI DESCRIPTION and PURPOSE	The KPI "Customer Satisfaction" provides a metric against overall Customer Satisfaction. The measurement is based on a composite of Customers surveyed as "Satisfied" for both Executive level and Operational level, monthly customers scorecard rating of acceptable, monthly customer service desk survey, and monthly constituent portal and application survey.
ALGORITHM	The calculation for "Customer Satisfaction" includes six (6) different calculations, each producing a 1-5 numeric rating. These six (6) numeric ratings will then be weighted, then averaged together per the weight for each OM: **2.14:** Percentage Customers "Satisfied," Executive Level: $< 75\% = 1$

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Key Performance Indicator Name

$\geq 75 - < 85\% = 2$
$\geq 85 - < 90\% = 3$
$\geq 90 - < 95\% = 4$
$\geq 95\% = 5$
 	
2.14: Percentage Customers "Satisfied," Operational Level:
    $< 75\% = 1$
    $\geq 75 - < 85\% = 2$
    $\geq 85 - < 90\% = 3$
    $\geq 90 - < 95\% = 4$
    $\geq 95\% = 5$
 	
2.15: Monthly customer scorecard:
    $< 75\% = 1$
    $\geq 75 - < 85\% = 2$
    $\geq 85 - < 90\% = 3$
    $\geq 90 - < 95\% = 4$
    $\geq 95\% = 5$
 	
2.16: Customer service desk survey:
    $< 75\% = 1$
    $\geq 75 - < 85\% = 2$
    $\geq 85 - < 90\% = 3$
    $\geq 90 - < 95\% = 4$
    $\geq 95\% = 5$
 	
2.17: Constituent portal survey:
    $< 75\% = 1$
    $\geq 75 - < 85\% = 2$
    $\geq 85 - < 90\% = 3$
    $\geq 90 - < 95\% = 4$
    $\geq 95\% = 5$
 	
2.18: Constituent application survey:
    $< 75\% = 1$
    $\geq 75 - < 85\% = 2$
    $\geq 85 - < 90\% = 3$
    $\geq 90 - < 95\% = 4$
    $\geq 95\% = 5$

DATA SOURCES AND COLLECTION PROCESS Executive Level and Operational Level Survey data will be obtained via annual survey conducted by an independent, DIR approved third-party. Customer Scorecard survey data measuring satisfaction with MSI and SCP services will be sourced from the Digital MSI Service Management system. Service Desk survey data will be obtained from the Digital MSI Service Management system survey tool, administered upon completion a request or resolution of an Incident. Constituent Portal and Constituent Portal Application satisfaction data will be obtained from survey data supplied by the texas.gov SCPs. Data will be loaded to the Digital MSI Analytics platform a regular basis. Performance results for the annual Executive and Operational Level satisfaction survey will be calculated as defined in the Operating Measurements and rated against respective component targets. Month over month change in Service Desk, SCP Delivery of Shared Services, Constituent Portal and Constituent

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Key Performance Indicator Name	
	Application Customer Satisfaction will calculated as defined in the Operating Measurements and rated against respective component targets. The individual component ratings will be aggregated into a single overall, result based on pre-defined weightings.
REPORTING TOOLS	Digital MSI Analytics platform Digital MSI Service Management system survey tool SCP Survey tools 3rd Party Survey tools
RAW DATA STORAGE (ARCHIVES)	Data will be available on line, and archived, per agreed data retention policies.
KPI REPORTING	☐ Daily ☐ Monthly ☐ Quarterly ☐ Semi Annual ☒ As defined by unique OM above

1.3   Service Quality

Table 3: Service Quality KPI

Key Performance Indicator Name	
Service Quality	
KPI DESCRIPTION and PURPOSE	The KPI "Service Quality" provides a metric against general quality of service. The measurement is based on a composite of Service Levels meeting expected targets, measure of processes wholly or substantially automated, percentage change in the number of major incidents, average Service Request fulfillment (in number of applicable days), and percentage of software at n-2 and hardware less than five (5) years old.
ALGORITHM	The calculation for "Service Quality" includes six different calculations, one (1) for each of its six (6) Operating Measures (OM), each producing a 1-5 numeric rating. These six (6) numeric ratings will then be weighted and are then averaged together per the weight for each OM: **2.19:** Percentage of service levels meeting "Expected" target: $< 75\% = 1$ $\geq 75 - < 85\% = 2$ $\geq 85 - < 90\% = 3$ $\geq 90 - < 95\% = 4$ $\geq 95\% = 5$ **2.21:** Percentage of processes wholly or substantially automated: $< 25\% = 1$ $\geq 25 - < 35\% = 2$ $\geq 35 - < 45\% = 3$ $\geq 45 - < 55\% = 4$ $\geq 55\% = 5$ **2.1:** Percentage of change in number of major incidents: $> 25\% = 1$ $> 0 - \leq 25\% = 2$ $0\% = 3$ $< 0 - \leq -25\% = 4$ $< -25\% = 5$

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Key Performance Indicator Name	
	2.20: Service request fulfillment in average number of Business Days: 　　$\geq 35 = 1$ 　　$\geq 30 - < 35 = 2$ 　　$\geq 25 - < 30 = 3$ 　　$\geq 20 - < 25 = 4$ 　　$< 20 = 5$ **2.22:** Percentage of software at or above n-2: 　　$< 75\% = 1$ 　　$\geq 75 - < 85\% = 2$ 　　$\geq 85 - < 90\% = 3$ 　　$\geq 90 - < 95\% = 4$ 　　$\geq 95\% = 5$ **2.24:** Percentage of hardware less than five (5) years old: 　　$< 75\% = 1$ 　　$\geq 75 - < 85\% = 2$ 　　$\geq 85 - < 90\% = 3$ 　　$\geq 90 - < 95\% = 4$ 　　$\geq 95\% = 5$
DATA SOURCES AND COLLECTION PROCESS	The number of Critical and Key Service Levels meeting or exceeding the Expected Service Level will be obtained from the Digital MSI Service Level Management Reporting system when the final monthly Service Level Report is published. Data for in-scope processes will be obtained from the SMM. Data for level of process automation will be based an assessment of level of automation. Number of Major Incidents and the average number of Business Days to fulfill Service Requests will be sourced from the Digital MSI Service Management system. Software at N-2 or higher, and hardware less than five (5) years old will be sourced from the Digital MSI CMDB. Data will be loaded to the Digital MSI Analytics platform a regular basis. Values for each component, as defined in the Operational Measurements will be calculated and rated against respective component targets. The individual components ratings will be aggregated into a single, overall result based on pre-defined weightings.
REPORTING TOOLS	Digital MSI Analytics platform Digital MSI IT Service Level Management system Digital MSI Service Management system Digital MSI CMDB MSI Service Management Manual
RAW DATA STORAGE (ARCHIVES)	Data will be available on line, and archived, per agreed data retention policies.
KPI REPORTING	☐ Daily ☒ Monthly ☐ Quarterly ☐ Semi Annual

1.4　Value

Table 4: Value KPI

Key Performance Indicator Name
Value

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Key Performance Indicator Name	
KPI DESCRIPTION and PURPOSE	The KPI "Value" provides a metric against overall value for the money, partially relying on a quarterly repository of third-party market data as an industry benchmark. The measurement is based on a composite of percentage of spend within the market range, percentage of automated service requests offered through the Service Catalog, and percentage of customers satisfied with service offerings. **NOTE:** this does not constitute a benchmark in terms of invoking any form of contractual remedy.
ALGORITHM	The calculation for "Value" includes three different calculations, one (1) for each of its three (3) OMs, each producing a 1-5 numeric rating. These three (3) numeric ratings will then be weighted and are then averaged together per the weight for each OM: **2.25:** Percentage of Services offered where spend is within market range: $< 60\% = 1$ $\geq 60 - < 70\% = 2$ $\geq 70 - < 80\% = 3$ $\geq 80 - < 90\% = 4$ $\geq 90\% = 5$ **NOTE:** spend is either within market range or not within market range as measured for each respective service, compared against most similar available data. **2.26:** Percentage of automated service requests offered self-provisioned through Service Catalog: $< 50\% = 1$ $\geq 50 - < 60\% = 2$ $\geq 60 - < 70\% = 3$ $\geq 70 - < 80\% = 4$ $\geq 80\% = 5$ **2.2** Percentage of customers satisfied with service offerings $< 60\% = 1$ $\geq 60 - < 70\% = 2$ $\geq 70 - < 80\% = 3$ $\geq 80 - < 90\% = 4$ $\geq 90\% = 5$
DATA SOURCES AND COLLECTION PROCESS	Shared Services spend will be sourced from the Digital MSI IT Financial Management system. Quarterly comparable market survey data will be obtained via an external, DIR approved benchmarking service. Number of automated Service Requests offered will be obtained from the Digital MSI IT Service Management system. Customer satisfaction with Service Offerings will be obtained via an annual survey conducted by an independent, DIR approved third-party. Data will be loaded to the Digital MSI Analytics platform a regular basis. Values for each component, as defined in the Operating Measurements will be calculated and rated against respective component targets. The individual components ratings will be aggregated into a single, overall result based on pre-defined weightings.
REPORTING TOOLS	Digital MSI Analytics platform Digital MSI IT Financial Management system Digital MSI Service Management system

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Key Performance Indicator Name	
RAW DATA STORAGE (ARCHIVES)	Data will be available on line, and archived, per agreed data retention policies.
KPI REPORTING	☐ Daily ☒ Monthly ☐ Quarterly ☐ Semi Annual

1.5   Security

Table 5: Security KPI

Key Performance Indicator Name	
Security	
KPI DESCRIPTION and PURPOSE	The KPI "Security" provides a metric against the measure of Security the DIR shared services are offering. The measurement is based on a composite of percentage of change in number of major security incidents, change in risk based on vulnerability scan measures, change in annual Common Security Framework (CSF) Maturity rating, and change in the number of devices monitored by SIEM/Security Analytical Devices.
ALGORITHM	The calculation for "Security" includes four different calculations, one (1) for each of its four (4) OMs, each producing a 1-5 numeric rating. These four (4) numeric ratings will then be weighted and are then averaged together per the weight for each OM: **2.30:** Percentage change in number of major security incidents: 　　$> 25\% = 1$ 　　$> 0 - \leq 25\% = 2$ 　　$0\% = 3$ 　　$< 0 - \leq -25\% = 4$ 　　$< -25\% = 5$ **2.27:** Percentage change in risk based on vulnerability scan measure: 　　$> 25\% = 1$ 　　$> 0 - \leq 25\% = 2$ 　　$0\% = 3$ 　　$< 0 - \leq -25\% = 4$ 　　$< -25\% = 5$ **2.28:** Percentage change in Annual CSF Maturity Rating: 　　$< -25\% = 1$ 　　$\geq -25 - < 0\% = 2$ 　　$0\% = 3$ 　　$\leq 25 - > 0\% = 4$ 　　$> 25\% = 5$ **2.29:** Percentage of security devices monitored by SEIM/Security Analytical Devices: 　　$< 70\% = 1$ 　　$\geq 70\% - < 80\% = 2$ 　　$\geq 80\% - < 90\% = 3$ 　　$\geq 90\% - < 99\% = 4$ 　　$\geq 99\% = 5$

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Key Performance Indicator Name	
DATA SOURCES AND COLLECTION PROCESS	Number of major Security Incidents will be sourced from the Digital MSI Service Management system. Risk ratings based on vulnerability scans will be sourced from data provided from the MSI and SCP scanning tools as uploaded by the MSI and SCPs. Number of devices monitored by SEIM/Security Analytical Devices will be provided by the SCPs and loaded into the Digital MSI Service Management system. Maturity of Common Security Framework (CSF) Rating will be as documented in the Annual Security Plan. Data will be loaded to the Digital MSI Analytics platform a regular basis. Month over month change for Major Incidents, vulnerability risk ratings and Monitored Devices will be calculated as defined in the Operating Measurements and rated against respective component targets. Annual change for maturity of CSF Rating will be calculated and rated against the relevant target. The individual component ratings will be aggregated into a single, overall result based on pre-defined weightings.
REPORTING TOOLS	Digital MSI Analytics platform DIR SPECTRIM Digital MSI Service Management System MSI Annual Security Plan
RAW DATA STORAGE (ARCHIVES)	Data will be available on line, and archived, per agreed data retention policies.
KPI REPORTING	☐ Daily ☒ Monthly ☐ Quarterly ☐ Semi Annual

2   OPERATING MEASUREMENTS

This Section sets forth qualitative descriptions of the OMs. The business objectives and commencement of obligations associated with such Operating Measurements are set forth in **Exhibit 3.1 Service Level Matrix**.

To ensure visibility of progress toward business and strategic objectives, the Successful Respondent will report Operating Measurements.

To ensure the integrated and seamless delivery of the Services, the Successful Respondent is required to report Operating Measurements that measure the dependencies with each SCP.

2.1   Percentage of change in number of Major Incidents

The purpose of this measure is to track the change in the number of Major Incidents over time.

The calculation for "Percentage Change in Number of Major Incidents" is the change in the number of Major Incidents within a given Measurement Window, divided by the number of Major Incidents for the previous Measurement Window, reported as a percentage.

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2.2   Percentage of Customers satisfied with service offerings

The purpose of this measure is to track the percentage of DIR Customers who report as being "Satisfied" with the service offerings.

The calculation for "Percentage of Customers satisfied with service offerings" is the number of DIR Customers who respond to the standard administered satisfaction survey with a score associated with a "Satisfied" or higher, divided by the total number of Customers who responded to the survey for the same Measurement Window.

2.3   Problem: Time to Review and Deliver RCA

The purpose of this measure is to track how long it takes to review and deliver a RCA to the responsible party.

The calculation for "Time to Review and Deliver RCA" is, for a given Measurement Window, the total number of RCAs Reviewed and Delivered within the committed timeframes by the Successful Respondent, divided by the total number of RCAs scheduled to be Reviewed and Delivered by the Successful Respondent during such Measurement Window, with the result expressed as a percentage.

2.4   Asset: Assets Updated by eDiscovery

The purpose of this measure is to determine how often the asset database is updated based on eDiscovery.

The calculation for "Assets Updated by eDiscovery" is, for a given Measurement Window, the total number of asset records updated by eDiscovery, divided by the total number of asset records updated during such Measurement Window, with the result expressed as a percentage.

2.5   Asset: Asset Attributes Updated Electronically

The purpose of this measure is to determine how often the asset attribute fields of the asset database are updated electronically.

The calculation for "Asset Attributes Updated Electronically" is, for a given Measurement Window, the total number of attributes of asset records updated via automated data feeds divided by the total number of attributes of asset records updated during such Measurement Window, with the result expressed as a percentage.

2.6   Invoicing: Invoice Delivered On-time

The purpose of this measure is to determine how often the invoices are delivered to DIR on-time.

The calculation for "Invoice Delivered On-time" is, for a given Measurement Window, the total number of delivered and Accepted Invoices within the committed timeframes, divided by

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the total number of Invoices scheduled to be delivered during such Measurement Window, with the result expressed as a percentage.

2.7   Invoicing: Time to Assign Invoice Dispute

The purpose of this measure is to track how long it takes to assign an invoice dispute to the responsible party.

The calculation for "Time to Assign Invoice Dispute" is, for a given Measurement Window, the total number of Invoice Dispute tickets assigned by the MSI to the responsible SCP within the committed timeframes, divided by the total number of Invoice Dispute tickets assigned by the MSI to the responsible SCPs during such Measurement Window, with the result expressed as a percentage.

2.8   Devices Reporting via Electronic Management Tool

The purpose of this measure is to measure the percentage of managed Devices reporting via electronic management tools.

The calculation for "Devices Reporting via Electronic Management Tool" is the number of managed Devices reporting via electronic management tools that are correctly reporting during the applicable Measurement Window, divided by the total number of managed Devices that should be reporting during the applicable Measurement Window, with the result expressed as a percentage.

2.9   Growth in Number of Customers

The purpose of this measure is to measure the growth in DIR Customers.

The calculation for "Growth in Number of Customers" is the increase in number of Customers for a given Measurement Window, divided by the number of Customers at the at the end of the previous Measurement Window, with the result expressed as a percentage.

2.10   Growth in Shared Services Volume

The purpose of this measure is to measure the growth in adoption of DIR Shared Services, as indicated in the normalized change in Shared Services Volume.

The calculation for "Growth in Shared Services Volume" is the change in total volume of services consumed, as defined by Resource Units, against all Shared Services Programs for a given Measurement Window, divided by the total volume of services consumed, as defined by Resource Units, against all Shared Services Programs for the previous Measurement Window, expressed as a percentage. Volumes normalized to account for anomalies or unusual one-time events; exclude Hardware Service Charges and Software Service Charges.

2.11   Growth in Number of Services Offered

The purpose of this measure is to measure the growth in the number of discrete Services offered to DIR Customers or potential Customers.

The calculation for "Growth in Number of Services Offered" is the number of discrete Services

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offered at the end of a given Measurement Window, minus the total number of discrete Services offered at the end of the previous Measurement Window.

2.12 Growth in Shared Services Spend per Customer

The purpose of this measure is to measure the value of the services offered by DIR to wide customer base and the success of the outreach plans in driving penetration in various customer segments.

The calculation for "Growth in Shared Services Spend per Customer" is the change in the average Shared Services Spend per Customer divided by the average Shared Services Spend per Customer from the previous Measurement Window, expressed as a percentage.

2.13 Growth in Shared Services Spend by Customers other than State Agencies

The purpose of this measure is to measure the increase in service adoption for DIR eligible customers outside of State Agencies.

The calculation for "Growth in Shared Services Spend by Customers other than State Agencies" is the change in the total Shared Services Spend of Non-State Agency Customer divided by the total Shared Services Spend of Non-State Agency Customers from the previous Measurement Window, expressed as a percentage.

2.14 Percentage of Executive/IT Operational Staff Customers Satisfied

The purpose of this measure is to track the percentage of DIR Customers who report as being "Satisfied" (or higher).

The calculation for "Percentage of Customers Satisfied" is the number of DIR Customers, both at the Executive and Operational Levels who respond to the standard administered satisfaction survey with a score associated with a "Satisfied" or higher, divided by the total number of Customer, both at the Executive and Operational Level, who responded to the survey for the same Measurement Window.

2.15 Monthly Customer Scorecard – Acceptable

The purpose of this measure is to track the overall customer sentiment regarding the delivery of all shared services.

The calculation for "Monthly Customer Scorecard" is the change in the number of customer responses that resulted in a rating of Acceptable or higher over total number of Customer responses, expressed as a percentage, from the previous measurement window.

2.16 Customer Service Desk Survey

The purpose of this measure is to track the effectiveness of the customer service desk for all shared services.

The calculation for " Customer Service Desk Survey" is the change in the number of customer responses that resulted in a rating of Acceptable or higher over the total number of customer service desk survey responses, expressed as a percentage, from the previous measurement

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window.

2.17 Constituent Portal Survey

The purpose of this measure is to track the overall constituent sentiment regarding the delivery of portal services.

The calculation for " Constituent Portal Survey" is the change in the number of survey constituent responses that resulted in a rating of Agree or higher, over the total number of constituent responses, expressed as a percentage, from the previous measurement window.

2.18 Constituent Application Survey

The purpose of this measure is to track the overall constituent sentiment regarding various portal applications deployed in the environment.

The calculation for " Constituent Application Survey" is the change in the number of constituent responses that resulted in a rating of Agree or higher, over the total number of constituent responses, expressed as a percentage, from the previous measurement window.

2.19 Percentage of Service Levels Meeting Expected Targets

The purpose of this measure is to track the percentage of Service Levels that achieve their Expected Target or better.

The calculation for "Percentage of Service Levels Meeting Expected Targets" is the number of Services Levels that achieve their Expected Target or better for a given Measurement Window, divided by the total number of Service Levels in effect during that same Window.

2.20 Service Request Fulfillment in Days

The purpose of this measure is to measure the number of Business Days required to fulfill a normal customer Service Request, per the timeframes used to measure the Service Request Fulfillment Service Level.

The calculation for "Service Request Fulfillment in Days" is the average number of Business Days from the creation of a Customer Service Request to the point the Request is completed, expressed in number days.

2.21 Percentage of Automated Processes

The purpose of this measure is to monitor the percentage of in-scope processes that are substantially or wholly automated. This is intended to reflect the achievement of DIR's envisioned "Digital MSI".

The calculation for "Percentage of Automated Processes" is the number of in-scope processes which are wholly or substantially automated, divided by the total number of in-scope processes, expressed as a percentage. The Service Management Manual will serve as a reference for identifying the in-scope processes.

2.22 Percentage of Software at N-2 or Higher

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The purpose of this software currency measure is to monitor the overall quality of the Shared Service offered by measuring the extent of technological innovations through upgrades to software.

The calculation for "Percentage of Software at N-2 or Higher" is the number of software assets in the CMDB that are at N-2 or Higher over the total number of software assets in the CMDB, expressed as a percentage.

2.23 Percentage of Software that is Supported

The purpose of this software currency measure is to monitor the overall quality and security of the Shared Service offered by measuring the extent of all software that is supported by the manufacturer.

The calculation for "Percentage of Software that is Supported" is the number of software assets in the CMDB that are at supported over the total number of software assets in the CMDB, expressed as a percentage.

2.24 Percentage of Hardware Less Than 5 Years Old

The purpose of this measure is to monitor the overall quality of the Shared Service offered by measuring the reliability and currency of hardware.

The calculation for "Percentage of Hardware Less Than 5 Years Old" is the number of hardware assets in the CMDB that are less than five (5) years old over the total number of hardware assets in the CMDB, expressed as a percentage.

2.25 Percentage of Spend within Market Range

The purpose of this measure is to track the percentage of Program spend that is within five percent of the market range for comparable service.

The calculation for "Percentage of Spend within Market Range" is the sum of all Shared Service spend against Shared Services that are within five percent of their respective comparable market range for that service, divided by the total of all Shared Services spend, expressed as a percentage.

NOTE: spend is either within market range or not within market range as measured for each respective service, compared against most similar available data. The calculation should only capture spend where the Successful Respondent has comparable market data.

2.26 Percentage of Service Requests Self-Provisioned Through Service Catalog

The purpose of this measure is to monitor the efficiency of service delivery by measuring the amount of shared services procured through an automated marketplace, with little to no additional intervention from SCP or Successful Respondent personnel.

The calculation for "Percentage of Service Requests Self-Provisioned Through Service Catalog" is the number of Service Requests procured through an automated process via the Service Catalog divided by the number of Service Requests procured via the Service Catalog

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for that measurement window, expressed as a percentage.

2.27 Change in Risk Based on Vulnerability Scan Measures

The purpose of this measure is to monitor the security risk of the state by way of measuring the number of vulnerabilities identified through vulnerability scans.

The calculation for "Change in Risk Based on Vulnerability Scan Measures" is identifying the change in the results of the following formula compared to the previous measurement window, expressed as a percentage:(Multiplier of critical x defects)+(Multiplier of high x defects)+(Multiplier of medium x defects)+ (Multiplier of low x defects)

Overall risk is based on multipliers for each severity of defect. Level of vulnerabilities tracked and measured will be specified in the SMM.

2.28 Change in Annual Common Security Framework (CSF) Maturity Rating

The purpose of this measure is to monitor the effectiveness of the various security measures deployed in maturing the state's security posture, by way of comparing the previous year's security posture to the most recent CSF Rating.

The calculation for "Change in Annual CSF Maturity Rating" is the change in the most current Annual CSF Maturity Rating divided by the previous year's Annual CSF Maturity Rating, expressed as a percentage.

2.29 Percentage of Security Devices monitored by Security Incident and Event Management (SIEM)/Security Analytical Devices

The purpose of this measure is to monitor the extent by which the deployed security devices in the DCS environment are monitored by security tools and reporting into a SIEM; therefore, enhancing the overall security posture for the state.

The calculation for "Percentage of Security Devices monitored by SIEM/Security Analytical Devices" is the number of devices monitored and reporting to a SIEM over the total number of devices monitored in the environment, expressed as a percentage.

2.30 Percentage Change in Number of Major Security Incidents

The purpose of this measure is to track the change in the number of major Security Incidents over time.

The calculation for "Percentage Change in Number of Major Security Incidents" is the change in the number of major Security Incidents within a given Measurement Window, divided by the number of major Security Incidents for the previous Measurement Window, reported as a percentage.

3   OPERATIONAL REPORTS

The Successful Respondent's responsibilities include, at a minimum:

1) Providing all Reports currently being provided by the Incumbent Service Provider, including:

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    a) Those Reports listed in **Exhibit 3.4-A Reports**, including those reports contemplated in Exhibit **3.4-A**, but not in production;

    b) According to the format, content, and frequency as noted in Exhibit **3.4-A Reports**;

    c) In compliance with report specifications identified in a formal reports development process (e.g., requirements, development, test, acceptance, production ready) to be completed for each designated Report prior to the Commencement Date.

2) Providing ad hoc reports as requested by DIR in compliance with processes outlined in the Service Management Manual.

    a) Where practical provide the capability for DIR and DIR Customers to request Reports based on standard data provided via the Portal or **Exhibit 2.1 Multi-sourcing Services Integrator Statement of Work**, as applicable.

    b) Provide capability for DIR or DIR Customer to generate ad hoc reports via the reporting tool.

3) Delivering all Reports requested within other documents that are referenced as requirements in other Exhibits.

    a) In compliance with report specifications identified in a formal reports development process (e.g., requirements, development, test, acceptance, production ready) to be completed for each designated Report prior to Commencement Date.

4) Modifying the format, content, and frequency of any Report as requested by DIR during the Term, subject to Change Management procedures.

5) At a minimum, provide all Reports via the Portal through a real-time web-accessible reporting dashboard.

6) Provide access statistics for Reports presented via the Portal at the request of DIR.

7) Providing soft or hard copies of Reports as requested by DIR.

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